

PROJECT VOLVO

1 February 2006

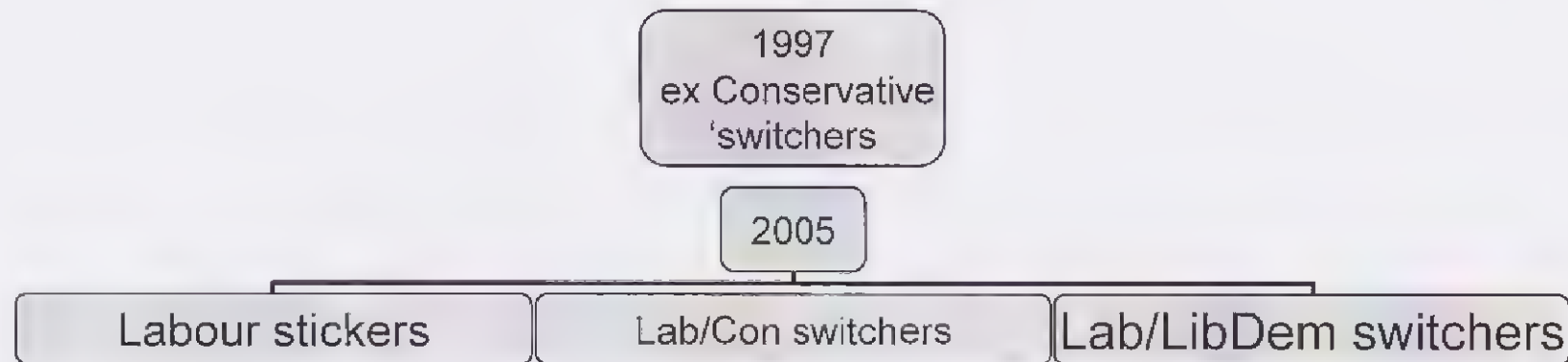
Agenda

- Project objectives
- The context
- Ideal Leader
- DC profile
- GB profile
- Action plan – issues to address
- Action plan - strengths to build upon
- Action plan – line on DC
- Summary – work programme

Project Objectives

- To identify key target voters and really understand them
- To know how they see the GB brand and its competitors
- To develop a narrative which includes
 - GB vision and personal presentation (addressing weaknesses and building on strengths)
 - DC attack
- To develop an action plan to promote this narrative
- Launch and implementation
- To monitor success

The Context – complex post election political map



The context – continued strong anti political sentiment

- Mistrust of politicians' motives: out of touch, 'in it for themselves'
- Belief that politicians are ineffectual
- Failure to connect Westminster activity to their own lives
- Lack of party differentiation
- Boredom with status quo

The context: disillusionment with Labour

- Sharp contrast with '97 dream
- Perceptions of poor delivery in public services (despite taxes going up)
- Suggestions of new underlying anxiety about the economy
- Unpopularity of Blair
- Time for a change

The Ideal Leader

- Connecting to the nation
 - In touch with how we live our lives
 - Understands modern Britain
- Value based
 - Cares about what we care about
- Trustworthy
 - Does what he says
- An ambassador abroad
 - Persuasive and impressive
- Change of direction
 - In tune with national mood – illustrated by symbolic policies
 - Address the jaded views of politicians

- How do floating voters see David Cameron?

DC unprompted responses

- Young
- Family man
- Fresh ideas
- Confident
- Good speaker; media friendly
- Spritzer, alco-pop
- Sports car, BMW
- Horse, big cat

DC profile – making a positive impact

- Cut through jaded attitudes and seems to be different
 - Youthful, energetic, likeable enthusiast
 - Effective and impressive communicator – confident, relaxed, jargon free, humorous
 - Untainted by Westminster ‘bug’
 - In touch: family man with genuine hinterland
 - In touch: pressing right policy buttons
 - Understands the Conservatives’ task

DC Profile – looks good but....

- Just headlines, no action
- Will the Party hold him back?
 - Will they become the New Conservatives
- Policy pronouncements say *what* but not *how*
- Just saying what we want to hear?
- Is he too slick?
 - Can seem insincere – the Killers
- Is he too posh?
 - Classic Tory: 'born to it'
- Is he too inexperienced?
 - Nothing in his life but politics and spin doctoring
- Is he changing his tune?
 - Wrote 2005 manifesto, now dumping it all

- How do floating voters see GB?

GB unprompted responses

- Steadfast, robust, strong
- Experienced, intelligent
- Honest, trustworthy, integrity
- Old fashioned, set in his ways
- Volvo, British Rover
- Pint of beer, whiskey
- Bear, buffalo, dog

GB Profile – strong and experienced

- Good track record: clever, hard working respected
 - Gifted as child is strong positive, underpinning self made: high flyer from state school is good contrast with DC
- Experienced elder statesman
 - Favouring more collegiate style of government well received
- Honest, candid, no nonsense
- Principled: not interested in the trappings of power
 - Drawing reduced salary and not using Dorneywood received extremely positively
- Substantial, strong, determined
 - Standing up to Blair; hanging on to Chancellor's job, ruthless and ambitious
- Interested in family issues
 - Father like figure
- Socialist
 - At a low level: Old Labour (attractive to some of the men)

GB profile – future or past?

- Some irritation at 'assumption' that GB will inherit
 - Backdrop of current fad for leadership elections
 - People feel disempowered
- Associated with failures of New Labour
 - Especially lack of public service delivery (and higher indirect taxation
- Associated with anti political feeling
- Does he look backwards not forwards?
 - Is he more of the same – strong need to differentiate/ or different by going back to Old Labour? Neither is right
- Is he too old....or old fashioned?
 - Less about age in absolute terms and more about not seeming modern in terms of personal presentation and style
 - Needs to demonstrate being 'in tune' with modern Britain

GB profile – substance over style?

- Seen as one dimensional: dour numbers man
 - Obsessive and driven
 - Jargon overload
 - Few interests outside work
- Uncomfortable communicator
 - Needs more likeability
 - Needs to convey 1:1 personal charm and relaxed manner in mass media context
 - NB GMTV appearance achieves this
- Untidy appearance
 - Not looking the part

- Action Plan

New Challenges

- 'Unspun' was effective vs Blair, and as Chancellor BUT now judged
 - Vs Cameron
 - As PM
- The new challenge is to achieve GB 3D potential without losing 'unspun'

Action Plan – issues to address

- **Urgently address 3D shortfall**
- Correct misconceptions about political positioning
- Present more positive, modern image
- Connect with people

Addressing 3D shortfall

- Demonstrate wider interests
 - Family, leisure, lifestyle
- Promote background and how this has shaped political beliefs
 - State schools, family background, longstanding friends, personal triumph over adversity
- Reveal passion and compassion
 - Africa moments in the UK
- Show humour, character, charm
 - More Richard and Judy opportunities; use Richard and Judy mode at all times
- Avoid situations that brand in a negative way
 - PMQs etc.,

Correct misconceptions about political positioning

- Not shallow ineffectual New Labour “*they’ve had their chance*”
- Nor union loving/ high taxing Old Labour
- New way forward
 - Building on successes of New Labour (but acknowledges failures and is different in mood and tone)
 - Policies to symbolise new approach
 - New role for MPs/no outside work/fewer perks
 - Less presidential approach
 - Serious apprenticeship programme
 - Youth gap year programme
 - Involving people more in decisions: no legislation without consultation; referenda on taxes
 - Needs something on secondary schools
 - “***Bring on Gordon Brown***”
 - Promise less, do more
 - Be accountable
 - Trade on experience – easy to say, hard to do

Present more positive, modern image

- New programme of events/ visits/ opportunities to see GB especially with young people/children
- Media training/ scriptwriting
- GB makeover
 - Fitness programme
 - Wardrobe/hair

Connect with people

- Out and about on wider portfolio
- Visible contact with as many people as possible especially young ones
- Briefing on popular culture/current trends as well as weekly polling input
- Less abstract policy/more human story references and anecdotes in speeches, interviews etc.,
- Formal connection via programme of Citizens' Juries, Forums, Summits

Action Plan – strengths to build on

- Principled
 - Express through overall ‘vision’ also through ‘symbolic policies eg ‘new role for MPs’ and gestures eg ‘not taking full salary
- Honest, candid, trustworthy
 - Frank review of what didn’t work and why
 - Clear and specific objectives that seem achievable
 - Accountability measures – Citizens’ Review
- Substantial , strong, determined
 - Direct this to tackle specific societal ill – and gain quick win
- Experienced
 - Knows the challenges of government – optimistic but realistic
- Family man
 - Policies and interests to relate to this

Action Plan – line on DC

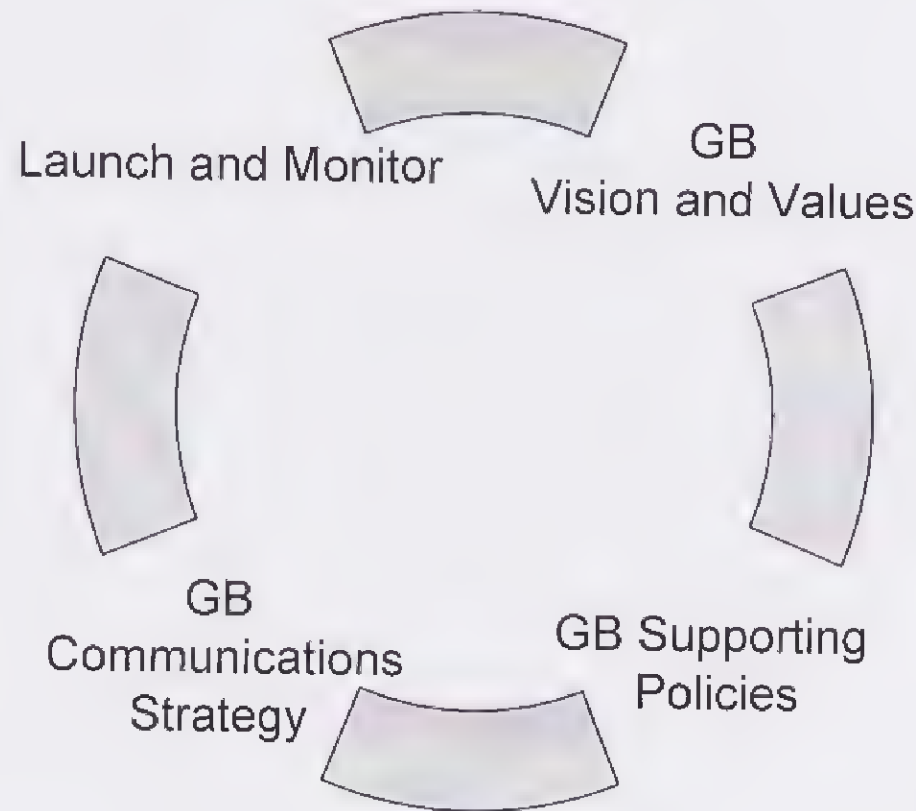
- GB
 - Light touch, amiable style
 - Welcome co operation, working together where possible
 - Draw attention to the missing 'how' in his programme
 - Praise enthusiasm and eagerness but point out better to under promise etc.,
 - Point out flip flops especially from 2005 manifesto
 - Query if the Conservative party is behind him?

Action plan – line of DC

- For others, not GB
 - All spin – from ex spin doctor – says what you want to hear – obsessed with own ‘celebrity
 - Posh background – natural Tory/born to rule – hypocrisy of man of the people positioning – out of touch
 - Inexperienced and naïve
 - Hypocrisy of shift from May 2005 to Sept 2005
 - Untrustworthy

SUMMARY – WORK PLAN

1. Develop GB Brand Positioning



GB Vision and Values

- Conduct voter mapping study to gauge new National psyche
- Test alternative statements and propositions amongst key groups
- Refine language

GB Political Positioning

- GB definition of new New Labour
 - Strong need to differentiate
- Develop policy shortlist
- Test alternatives to find 'symbolic' policy offers
- Promote and develop

GB Comms Strategy

- Develop launch plan
- Review personal presentation
- Schedule events programme
- Media plan
- Internal comms programme

Immediate tasks

- Conduct voter mapping exercise
- Prepare launch timetable
- Confirm communications objectives and targets
- Develop GB Vision/themes and test
- Implement GB personal plan
- Develop policies and test
- Develop DC attack and brief
- Launch